

## Benchmark Stadiums

- AECOM identified national benchmarks in order to analyze event and revenue potential at Qualcomm Stadium
- Benchmarks were selected based on their configuration and anchor events (major football stadiums), seasonality (outdoor, warm weather facilities), and associated parking facilities

### - Benchmark Football Stadiums

- Alamodome (San Antonio, TX)
- Candlestick Park (San Francisco, CA)
- EverBank Field (Jacksonville, FL)
- Los Angeles Memorial Coliseum (Los Angeles, CA)
- LP Field (Nashville, TN)
- Raymond James Stadium (Tampa, FL)
- Rose Bowl (Pasadena, CA)

### - Benchmark Baseball Stadiums

- Angel Stadium of Anaheim (Anaheim, CA)
- Dodger Stadium (Los Angeles, CA)

### - Benchmark Baseball/Football Stadiums

- Oakland-Alameda County Coliseum (Oakland, CA)
- Sun Life Stadium (Miami, FL)



# Market Analysis Benchmark Stadiums



## General Overview

Name	Year Opened	Owner	Main Tenants	Capacity	Dedicated On-site Parking
Qualcomm Stadium	1967	City of San Diego	San Diego Chargers, San Diego State Aztecs, Holiday Bowl, Poinsettia Bowl	70,561	18,500
<u>Benchmark Football Stadiums</u>					
Alamodome	1993	City of San Antonio	Valero Alamo Bowl	65,000	3,000
Candlestick Park	1958	City of San Francisco	San Francisco 49ers	63,000	7,000
EverBank Field	1955	City of Jacksonville	Jacksonville Jaguars	82,000	6,500
Los Angeles Memorial Coliseum	1923	State of California, City and County of Los Angeles	University of Southern California Football	93,607	5,500
LP Field	1999	City of Nashville	Tennessee Titans, Tennessee State Tigers, Franklin American Mortgage Music City Bowl	67,000	7,500
Raymond James Stadium	1998	Tampa Sports Authority	Tampa Bay Buccaneers, University of South Florida Bulls and the Outback Bowl	65,000	10,581
Rose Bowl	1922	City of Pasadena	University of California Los Angeles Football and Rose Bowl	92,542	8,900
<u>Benchmark Baseball Stadiums</u>					
Angel Stadium of Anaheim	1966	City of Anaheim	Los Angeles Angels of Anaheim	45,050	14,000
Dodger Stadium	1962	Frank McCourt	Los Angeles Dodgers	56,000	16,000
<u>Benchmark Baseball/Football Stadiums</u>					
Oakland-Alameda County Coliseum	1968	City of Oakland and Alameda County	Oakland Raiders and Oakland Athletics	62,500	10,000
Sun Life Stadium	1987	Stephen M. Ross	Miami Dolphins and Florida Marlins	75,540	24,000

Source: Individual Stadiums: Revenues From Sports Venues, 2010 Pro Edition & 2011 College Edition; AudArena 2011; AECOM  
Note: N/A indicates data was not available or not released from the venue operator. All data based on available information from individual venues and interviews with the operators.

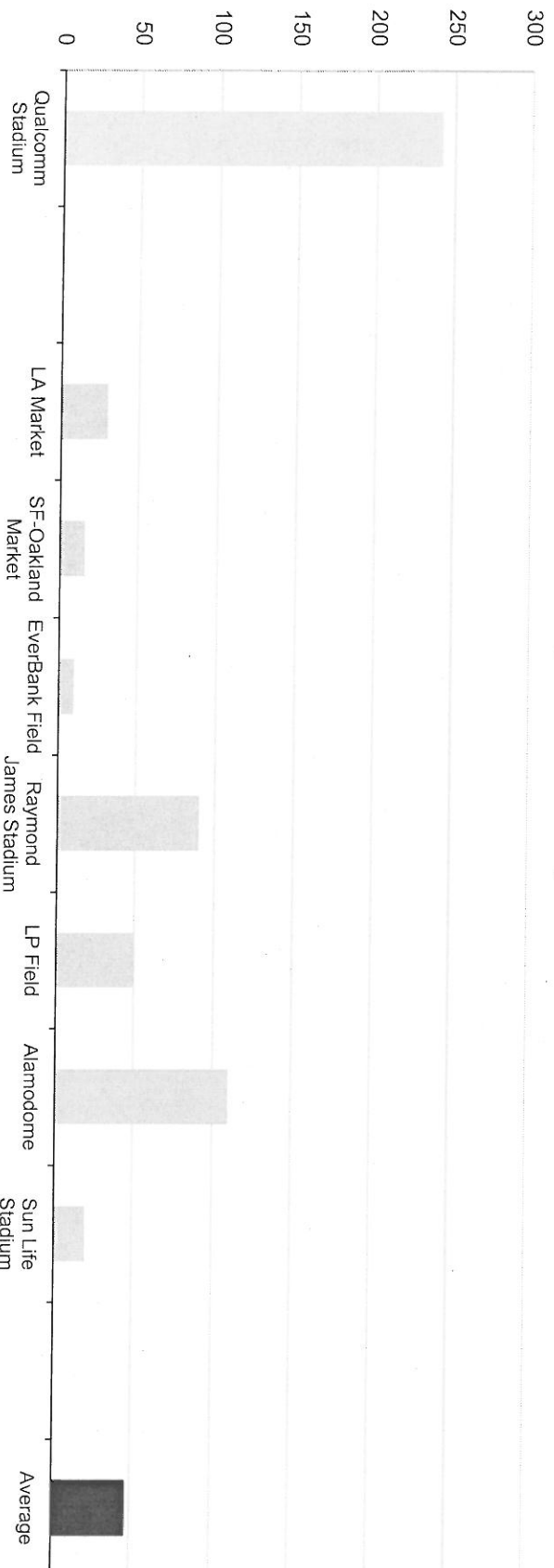


# Market Analysis (Industry Trends)

## Annual Parking Lot Events

- The benchmark stadiums host an average of 47 parking lot events annually
- Qualcomm Stadium , with an average of over 200 parking lot events annually, **significantly outperforms** the benchmarks in terms of generating on-site events in its parking on non-stadium event days

Average Annual Parking Lot Events



Note: LA Market considers the average of the LA Coliseum, Rose Bowl, Angel Stadium, and Dodger Stadium and the SF-Oakland market considers the average of Candlestick Park and the Oakland-Alameda Coliseum. Sun Life Stadium removed from analysis as venue operator would not release data specific to parking lot operations.



# Market Analysis (Summary)

## Recommendations

- AECOM recommends that Qualcomm Stadium replaces the current parking lot rate card, which sets specific lease rates for events and binds the City to those rates, with one that only sets minimums and allows for more pricing flexibility
- A rate card that only sets minimums will allow for clarity and efficiency, but also enable Qualcomm to increase the price of events where the market allows it
- Such a system will allow for market based pricing on an event by event basis to achieve higher rates where possible
- Qualcomm's rate card allows for operational efficiency (staff do not have to price every event) and clarity to event promoters



## **Financial Analysis**

### **Recommendations (Parking Lot Events and Pricing)**

- Based on the Market Analysis, the Benchmark Venues and Parking Lots, AECOM concluded the following:
  - Qualcomm Stadium significantly outperforms the benchmarks in terms of generating on-site events in its parking on non-stadium event days
  - However, Qualcomm Stadium has a tighter range and less differentiation in pricing by event type in its parking lot lease rates than the other benchmarks
  - Only three of the 11 identified benchmarks use rate cards
  - Based on the discussions with parking lot event promoters and analysis of the benchmarks including population per available venue, supporting household income and on-site dedicated parking lot capacity, AECOM believes Qualcomm Stadium has the opportunity to drive more revenue from its parking lots on a per event basis
  - Qualcomm is performing significantly above the industry average for Parking Lot Events, but on average leases the lot at a lower cost than other facilities, suggesting there may be room to broaden the range of event pricing and price more on market demand as opposed to a predetermined rate



## Financial Analysis

### Recommendations (Parking Lot Events and Pricing)

- AECOM recommends implementing a rate card that sets minimums and allows for more pricing flexibility
  - Recommended minimum rates are as follows:
- | Parking Lot Event       | Current Maximum Rates | Recommended Minimums |
|-------------------------|-----------------------|----------------------|
| Non-Profit Weekday      | \$1,000               | \$1,100              |
| Non-Profit Weekend      | \$2,000               | \$2,200              |
| For Profit Weekday      | \$2,000               | \$2,750              |
| For Profit Weekend      | \$4,000               | \$5,500              |
| Commercial Events       | \$5,000               | \$7,000              |
| Event Parking (per car) | \$16                  | \$20                 |
| Event Parking (per RV)  | \$46                  | \$60                 |
- Based on pricing and event mix at the benchmarks and discussions with promoters of major parking lot events in Southern California, AECOM recommends setting the minimum price per event for Qualcomm parking lot events as noted above.
  - This will allow Qualcomm to drive more revenue per event but remain competitively priced within the market and not sacrifice the existing competitive pricing advantage

